

The LGR playbook: Stabilising services, modelling council tax and allocating Crisis and Resilience Funding

Tuesday 21 July 2026

Housekeeping

- Audio check
- Short survey
- Aim to finish by 11.30
- Ask your questions throughout in the panel on the right
- Slides and recording will follow
- Connect with us on [LinkedIn](#) or [register for our newsletter here](#)



Policy in Practice

We empower organisations to **reduce financial vulnerability** and **safeguarding risk**



Create efficiencies
for your internal
team



Avoid poverty and
homelessness



Reduce
debt



Maximise
residents' income



policyinpractice.co.uk

Our research shows
£24 billion of support
is unclaimed every year



Today's speakers and panelists



Phil Butler
Revenues and Benefits
Service Manager,
Anglia Revenues
Partnership



Nikitta Vanterpool
Anti-Poverty Strategic
Lead, Cambridgeshire
County Council



Katie Hayes
Client Services Manager,
Policy in Practice



Amy Bassi
Client Services Manager,
Policy in Practice

- **Housekeeping**
Karine Tollari, Field Marketing Manager, Policy in Practice
- **Preparing for Change – An ARP Perspective**
Phil Butler, Revenues and Benefits Service Manager, The Anglia Revenues Partnership
- **Designing CRF through collaboration**
Nikitta Vanterpool, Anti Poverty Strategic Lead, Cambridgeshire County Council
- **Using LIFT to support through LGR and beyond**
Katie Hayes and Amy Bassi, Client Services Managers, Policy in Practice
- **Q&A**

Phil Butler

Revenues and Benefits Service
Manager, The Anglia Revenues
Partnership

Preparing for Change – An ARP Perspective



Council Tax Bill
Annual Bill

ANGLIA REVENUES PARTNERSHIP

Local Government Reorganisation (LGR)

Preparing for Change – An ARP Perspective



Phil Butler, Revenues and Benefits Service Manager (Support)

21 July 2026

Who are ARP?



A Partnership of Five Councils



- Cambridgeshire
- Norfolk
- Suffolk

Sharing resource to provide Revenues and Benefits Services to secure administrative advantages and economies of scale and to provide robust and flexible services.

Partnership working

The aim of the partnership is to run efficient and effective services while reducing administration costs to each partner council. The partnership continues to take on new innovations beneficial to ARP partners our businesses, families and communities.

Scale of Public Partnerships



- Breckland Council
- East Cambridgeshire District Council
- East Suffolk Council
- Fenland District Council
- West Suffolk Council



- Norwich City Council
- Broadland District Council
- South Norfolk District Council
- Maldon District Council
- Norfolk County Council
- Suffolk County Council
- Cambs County Council
- Two new LA partners in 26/27
- Two Housing Associations
- Public/Public/Private SPD digitised service offer

ARP Facts and Figures



2025/26



Largest
Revenues
Partnership



3rd
Largest
Revenues
& Benefits
team



£615
Million in
Council
Tax



£294
Million in
Business
Rates



£6.4
Million in
Debt
Collected



£4.8
Million in
Fraud
identified



£2
Million in
Further
Recovery



£95.5
million In
Housing
Benefit



£50.8
million In
Council Tax
Support



£759k In
Discretionary
Housing
Payments

LGR

What Does It Mean for
Revenues & Benefits?

The Scale of the challenge for ARP



LGR Across 3 counties Impacting all 5 partner authorities

- Multiple workstreams

Boundary Changes

- No previous unitary formed with boundary changes
- Data separation and system considerations

Timelines

- When does data migrate & convert
- When merge
- Ownership of data at vesting day

Software Supplier Engagement

- Identify requirements
- Capability and capacity



Service Integration

- Processes need alignment
- Data feeds and interfaces

Scheme Harmonisation

- Council Tax Reduction schemes
- Discounts and local policies
- Council Tax Harmonisation

ARP Discovery Approach



How We Are Approaching Discovery

- **Engage Partner Authorities**
 - Working closely with partner local authorities
- **Understand Current Position**
 - Mapping current operating models
- **Assess Impacts**
 - Understanding impacting factors such as boundary changes
- **Identify Differences**
 - Early identification of risks and opportunities
- **Develop Options**
 - Building evidence for future decisions

COLLABORATION



Data-Led Decision Making

- **Review datasets early**
 - Current Schemes
 - Identify differences in current schemes
- **Understand customer demographics**
 - Impact Analysis
- **Use modelling to understand options**
 - Test scenarios before decisions are made
- **Assess impacts of potential changes**
 - Boundary Changes
 - Consider affordability and sustainability
 - Transitional protection
- **Support evidence-based decision making**
 - Informed Decisions



Working Together & Next Steps



Collaboration is key

What We've Learned

- Early engagement is essential
- Involve all software suppliers from the outset
- Understand your data
- Identify policy differences early
- Explore modelling opportunities
- Consider timelines



The Value of Existing Partnerships

- Working with organisations such as Policy in Practice can accelerate understanding and analysis
- Existing relationships help organisations move more quickly when timelines are tight

Nikitta Vanterpool

Anti Poverty Strategic Lead,
Cambridgeshire County Council

Designing CRF through collaboration



Designing CRF Through Collaboration

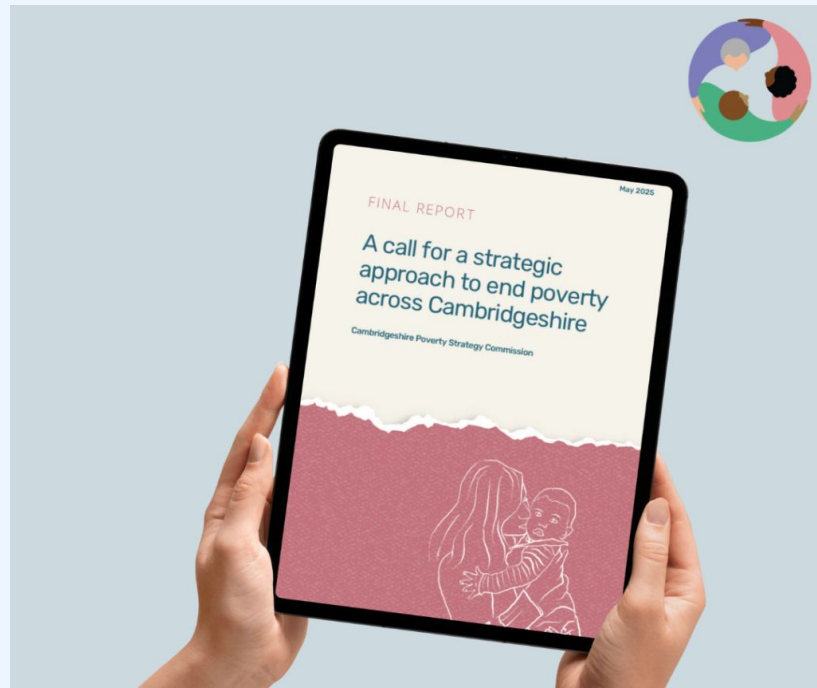
Nikitta Vanterpool
Anti-Poverty Strategic
Lead



The Local Picture



- In 2025 a cross-system poverty strategy commission was published in Cambridgeshire
- Developed by a group of independent commissioners, this report has become the basis for how we work together to tackle poverty
- Highlighting the importance of upstream support & early warning systems for need

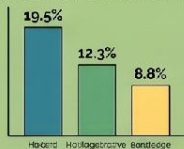


SIX CORE PILLARS OF ACTION



RURAL POVERTY
Addressing rural isolation
and food aid reliance.

Geographic Inequality
(Universal Credit Claimant Rate, 16-65)



HOUSING AND HOMELESSNESS
Addressing rising
housing costs.



HEALTH AND THE NEXT GENERATION
Prioritising mental health
support and breaking the
poverty cycle for 27,000
local children.



**INCOME
MAXIMISATION**
Clear focus on increasing
household financial
stability.



DIGITAL POVERTY
Bridging the gap in access
to technology and
online services.



**CHILDREN, YOUNG
PEOPLE AND
FAMILIES**
Dedicated support for the
development and well-being
of younger generations.

STRATEGIC UNDERPINNINGS FOR CHANGE



**HUMAN LEARNING
SYSTEMS (HLS)**
Shifting to relational public services
that focus on understanding needs
rather than just assessment.



**COMMUNITY WEALTH
BUILDING (CWB)**
Using local assets, social
enterprises, and anchor
institutions to keep wealth
within communities.



**CO-LOCATED SERVICES
& LIVED EXPERIENCE**
Placing integrated support
hubs in familiar spaces and
involving residents in all
decision-making.

Responding to a National Fund



- With the launch of the Crisis & Resilience Fund, the synergy between the report and the fund were clear
- It was critical that the response was co-designed and future-proofed, with LGR on the horizon
- A countywide delivery group was established to develop & formalise plans – supported by working groups and workshops with the wider network
- Enabling us to ground the commission into immediate action

Our First CRF Investment



The Low-Income Family Tracker (LIFT)

The poverty commission provided a helpful context to enable a Countywide procurement

Local impact made it much easier to get other areas on board

Close working relationship with district councils to support rollout

Also funded staffing capacity due to lessons learnt locally

Three Pillars for Collaboration



COUNTYWIDE
CAMPAIGNS TOGETHER



LOCAL PRIORITIES

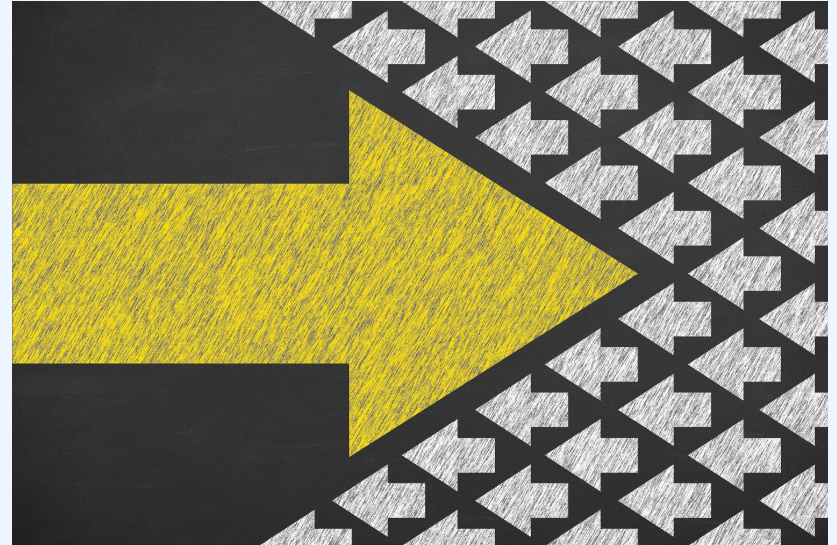


OPPORTUNITIES FOR
INNOVATION

Challenges & Opportunities



- Competing Priorities
- Operating in an LGR context
- Capacity
- Collaborating at pace
- LIFT programme as a catalyst for wider CRF delivery
- Funding to support strategy



Wider Design



- Proposals have been designed as best to fit current working but also aspirations for the future
- Close working with District Councils but also Peterborough City Council, our neighbouring unitary
- Community Outreach is a key workstream that is being built to be able to respond to future boundaries and to combat current need
- Encouraging collaboration throughout e.g. LIFT, District Plans, Housing Payments

What's Next?



- Will continue to collaborate, share and problem solve
- Quarterly learning events
- Test & Learn through pilots
- A systemwide evaluation framework with collaboration and lived experience at the centre

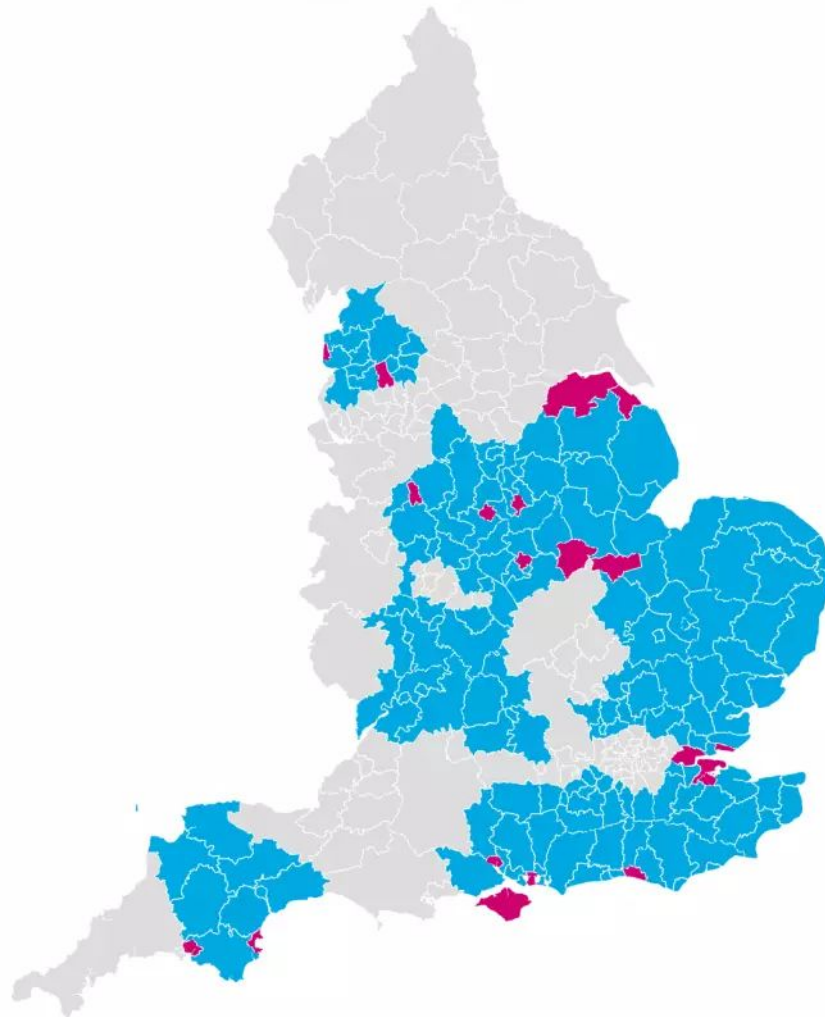
What is your primary concern when it comes to managing services through Local Government Reorganisation?

- Harmonising conflicting Council Tax Reduction schemes
- Maintaining visibility of vulnerable residents during the transition
- Efficiently allocating the Crisis and Resilience Fund
- Consolidating fragmented data from legacy councils
- Other (add in the Question tab in the panel on your right)

Katie Hayes and Amy Bassi

Client Services Managers,
Policy in Practice

Using LIFT to support through LGR and beyond



The challenges and opportunities LGR presents

Challenges

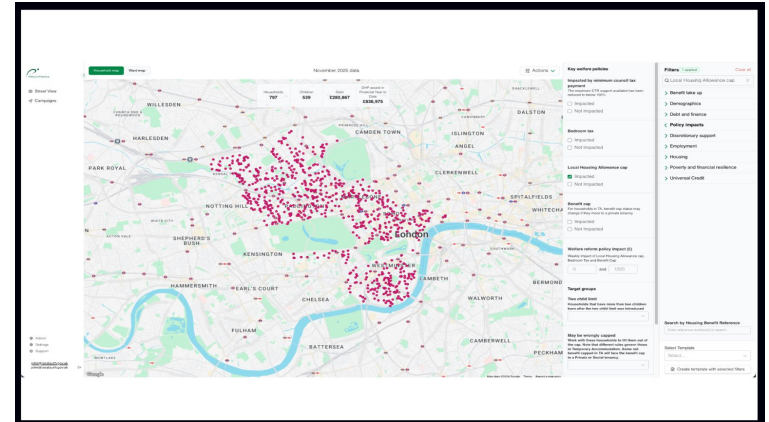
- Ambitious timelines
- Service continuity
- Data and IT integration
- Funding concerns
- Decision making frameworks

Opportunities

- Eliminate wasteful duplication
- Cohesive delivery of services
- A greater pool of data
- Operational and financial efficiencies
- Joined-up prevention

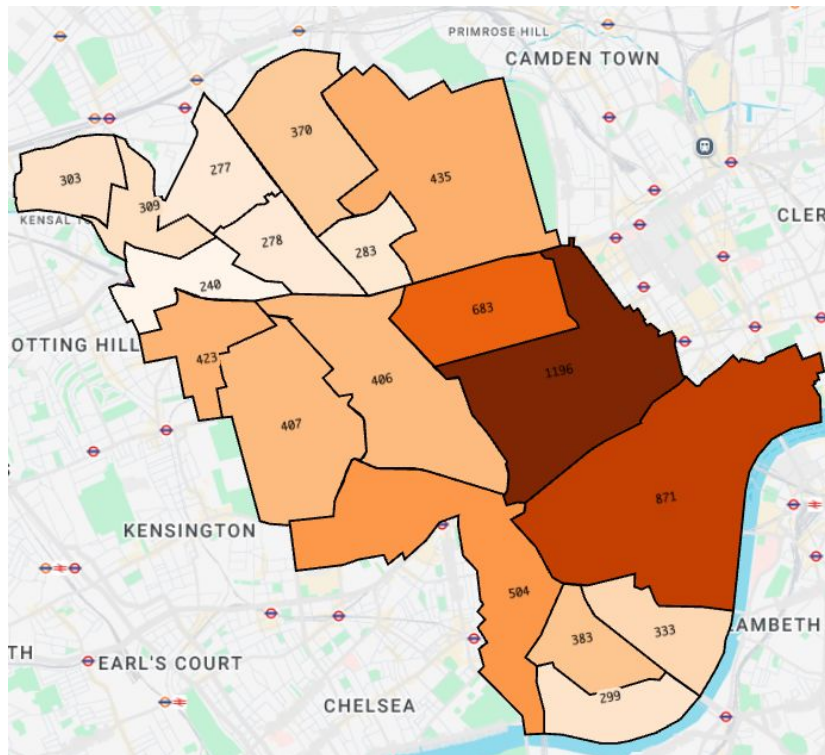
How LIFT can help

- Combine data from multiple systems and providers seamlessly, and without disruption
- Identify priority areas as councils become one
- Support streamlining of services
- Ability to build a localities based approach based on data, demand, and insights
- Identify down to individual households those missing out on benefits, in need of support or at high risk of homelessness



LIFT for counties

Headline-level insights with
household-level impact



Surrey's journey

From insights to outcomes



How LIFT has helped Surrey

Local benefits

- Forming relationships & utilising data for the best purposes for their residents
- Maintain local autonomy
- Delivering county services to positively impact households in the district

Wider resilience

- County-wide consistency
- Shared comms
- Community meetings
- Reviewing one LA's campaign success to help determine your own plan



“...Building trust and working collaboratively has been essential to using insight effectively and supporting residents in a consistent way across the county.”



Max Taylor

Strategic Lead – Strategy and Policy - Surrey County Council

Video clip of Max Taylor Surrey County Council (Nov 2025 webinar)



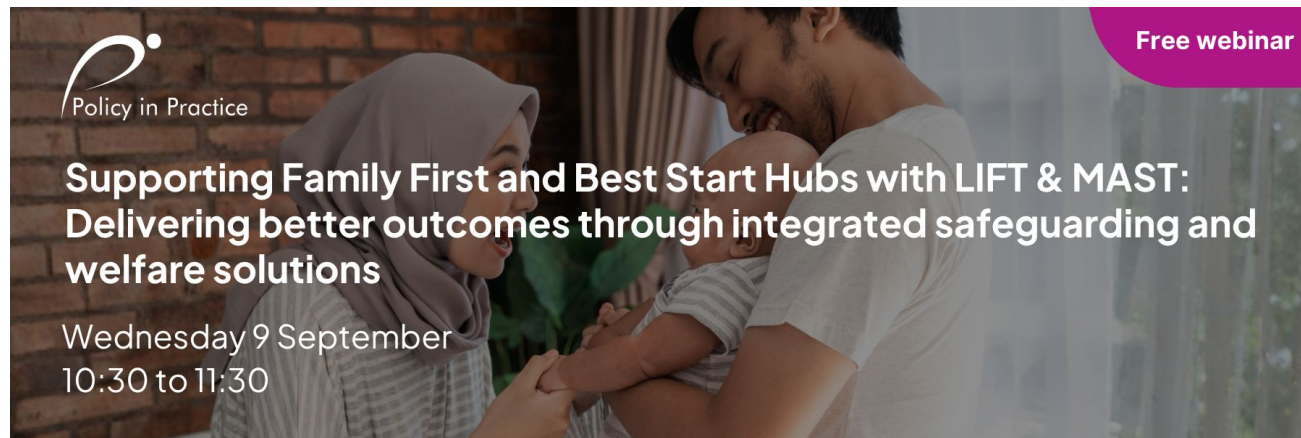
Discussion and Q&A

What's next

Find out about how our tools can help you to maximise opportunities from local government reorganisation, or ask us any other questions, use this QR code or the [link](#) in the chat



Join us for our next webinar on the 9 September:



 Policy in Practice

**Supporting Family First and Best Start Hubs with LIFT & MAST:
Delivering better outcomes through integrated safeguarding and
welfare solutions**

Wednesday 9 September
10:30 to 11:30

Free webinar



Thank you to our speakers

Phil Butler, Revenues and Benefits Service Manager, The Anglia Revenues Partnership

Nikitta Vanterpool, Anti Poverty Strategic Lead, Cambridgeshire County Council

Katie Hayes, Client Services Manager, Policy in Practice

Amy Bassi, Client Services Manager, Policy in Practice

hello@policyinpractice.co.uk

0330 088 9242

policyinpractice.co.uk